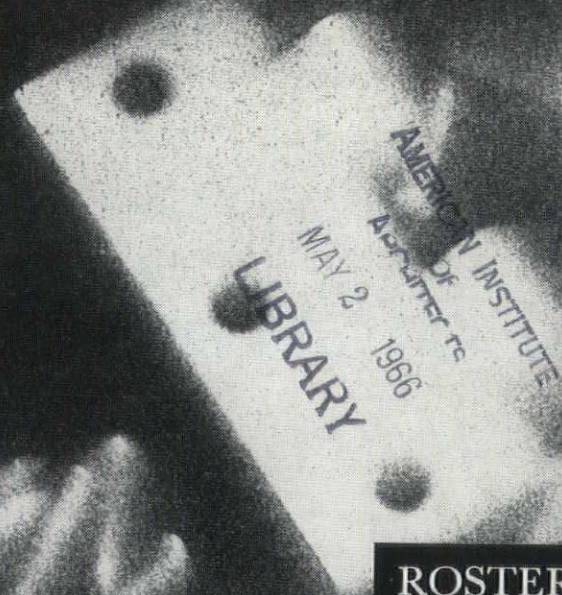


OHIO ARCHITECT

OFFICIAL PUBLICATION OF THE ARCHITECTS SOCIETY OF OHIO
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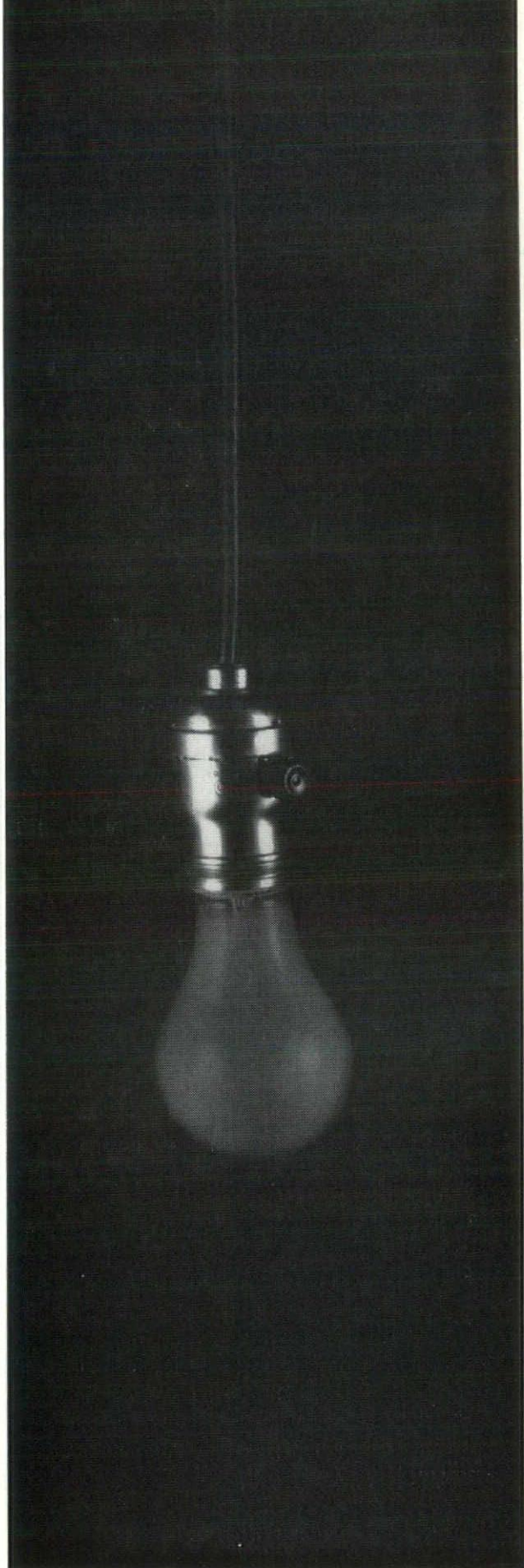
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THE RESPONSIBILITY TO COMMUNICATE

Certainly one of the special features of the practice of Architecture, one that makes it such a lively, interesting thing, is the endless variety and diversity of the problems we are presented. And, of course, these problems are presented by an endless variety and diversity of client types. As we progress from project to project, the challenge is to relate successfully to each client and to develop the versatility to handle each type in a way that promotes the best kind of problem solving.

To do this, it is clear that we have a real, albeit overlooked, responsibility to develop our verbal communications techniques.

Obviously, we have many graphic communications techniques at our disposal, yet it remains that good architecture requires good prose. Therefore I want to suggest a few of the ways in which we might aid our communications and better answer to our responsibility.

Part of our difficulty today is that specialization is causing each of us to withdraw into our own world with our own "in" language, technical jargon, rules and behavior patterns. To communicate successfully becomes increasingly difficult because of the disappearance of a common background of ideas, references and allusions. Hence we must applaud the recent Graham Foundation team recommendation that "the A.I.A. encourage schools of architecture to require their students to qualify for Bachelor of Arts degrees." (A.I.A. Journal, October 1965). It follows, conversely, that we must avoid the temptation to inject obtuse personal whim into our communications. In general, the affected and obscure will lead us nowhere.

To be successful in our verbal communications we must be willing to devote the necessary energy and effort. For most of us, this will seem like excessive effort. To establish a real 'meeting of the minds' we must each think that we are surely giving more than our fair share. Furthermore, we must realize that it is not so much the talking that is hard. It is the listening that is hard. It is, in fact, so hard that often it is advisable to have more than one listener. Each will come from the meeting with a different idea of what was said.

It is quite important that we pick the right occasion to

discuss each particular topic. We waste our time as well as our client's if we cannot assure each other patience and attention. Coupled to this, assuming we have chosen the right time, is the need to have a time limit for a particular conversation. Our client discussions are for the purpose of determining further action. Action is something that must be done. If action is the aim, then the discussion must come to an end, or, in other words, must have a time limit.

Although it may seem axiomatic, we should be conscious of the need to state our topic or objective at the outset of the conversation. We have all been caught up in the "Oh, I thought you were talking about . . ." situation. We can avoid this by knowing and stating the objective we have in mind.

A pitfall of greater magnitude is the tendency to assume too much understanding on the part of the people we are talking to. We take too much for granted. Since each of us has an entirely different background and different experiences we should not assume that the other person knows exactly what we know. Putting forth the effort to be explicit is of inestimable value. In fact, a good test for ourselves is to restate the client's comments. "Let me see if I understand what you are saying" may be the hallmark of successful communication. One thing is certain here. We cannot proceed to further discussion, agreement or disagreement until there is a common understanding of what has been said.

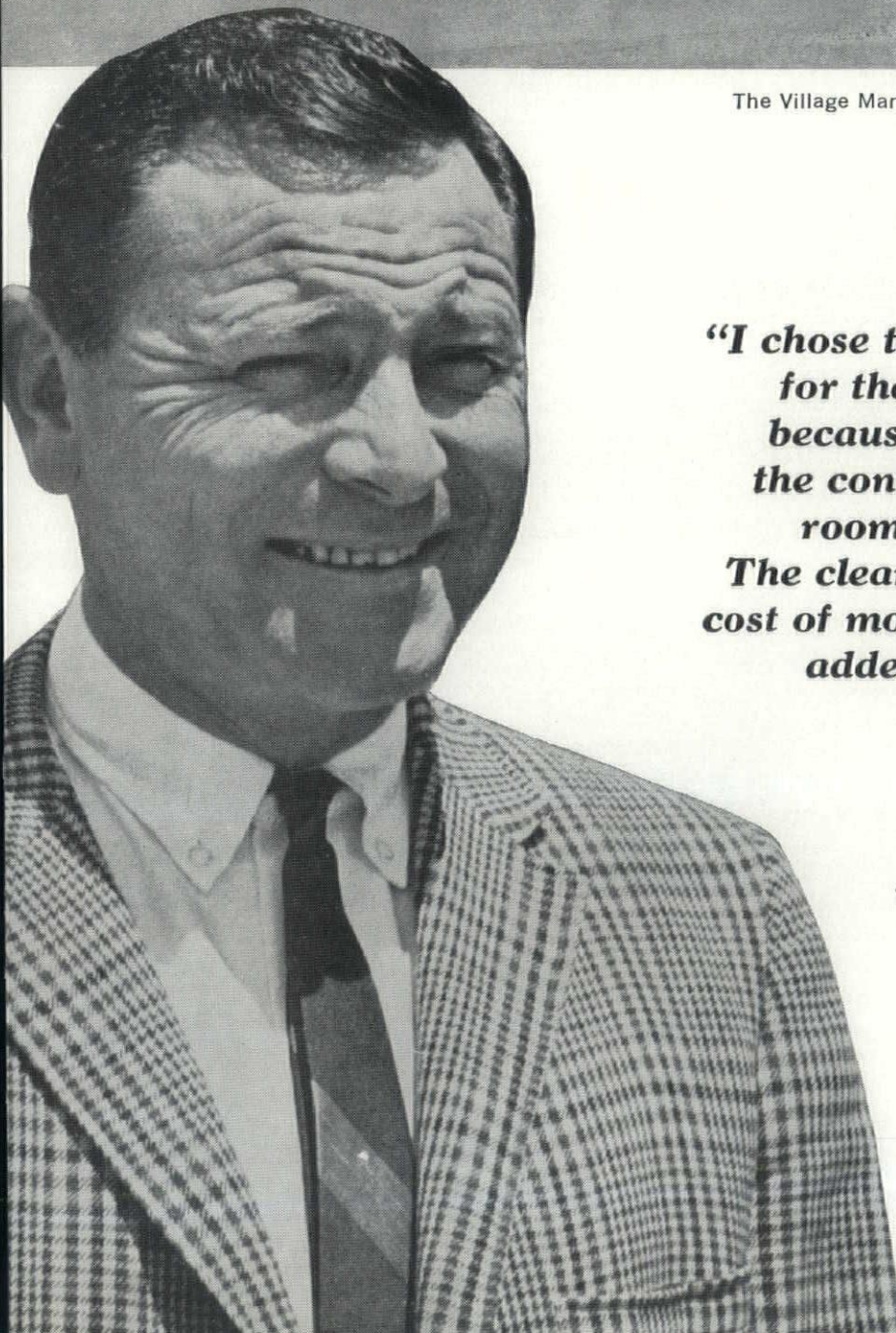
A further facet is to develop a variety of question techniques. Most of us tend to be lazy questioners, asking questions in one way only. It may be necessary to ask a question in three or four ways before the phrasing catches the client's mind. And if we are good questioners we will learn something that we would not have otherwise learned.

One final comment on a particular foible of Architects. We are fond of trying to settle differences of opinion by citing authorities. It has been well said that "authorities never settle anything." They themselves hold opinions which have to be qualified by the opposition of other experts. Hence the importance to know our own mind, to attune it to the variety of ways in which we must collect our information, and to exert a constant effort to carry out our communications responsibilities.

Byron L. West, A.I.A.
Associate Editor
Toledo, Ohio



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PERSONNEL ADMINISTRATION

SOME NOTES ON THE PRESENT AND THE FUTURE

By: Robert J. Piper, AIA
Administrator
AIA Department of Professional Services

The writer claims no unusual expertise in the field of personnel administration. I doubt that such expertise exists; the human animal is just too unpredictable. But I do have some information and a few personal thoughts—that I would like to share with you.

I suggest that a major principle of good personnel administration should be not to seek perfection—either in personnel or in administration. Personnel administration, like politics, deals principally with people, using them constructively, directing them positively, in order to accomplish the possible.

Secondly, I suggest that to be successful in personnel administration you must like and understand people, including all types and degrees of orneriness. The challenge of each employee assignment must be gauged against the employee's capabilities.

Also, good personnel administration requires consideration of the tools available for personnel planning and the regulations in force that may affect this planning. Amongst other things these include profit-sharing or pension plans and the United States Fair Labor Standards Act.

Profit Sharing and Pension Plans

Professionals are led to consideration of a profit sharing or pension plan as an employment attraction and retention device, as a production stimulant, as an unemployment cushion, as a personal loan source, as a method of rewarding loyalty, encouraging thrift, and providing a form of "rainy-day" insurance, and for securing tax advantages both for the employer and the employee. It is not a simple matter to integrate all of these benefits into a single program. This can be accomplished, but realization of these difficulties is an initial conditioning required of those undertaking the task of developing a program.

Briefly the advantages and disadvantages of the two systems may be listed as follows:

Advantages

Profit-sharing

1. Employer has no fixed obligation to contribute to plan, i.e. employer contribution depends upon profit picture.
2. Cost of administering need not enter into the price of the professional services but can be deducted only from profits.
3. Contributions by both the employer and employee can be tailored to the current profit picture, i.e. higher contributions are assessed during good business periods.
4. Provides a work incentive.
5. Cheaper administration than that of a pension plan.
6. Appeals to the younger men and to the highly compensated employees.
7. More flexible and responsive to change in the firm employment picture.

Pension

1. Advance knowledge of costs of administering the program and of ultimate retirement incomes.
2. Better recognition of employees with records of long service.
3. A more orderly procedure for the collection of contributions and payment of benefits.
4. Does not encourage the employee toward an overt interest in the firm's profit picture and, therefore, in the management and administration of the firm.

Disadvantages

Profit-sharing

1. No recognition of long service.
2. May encourage employees to question judgment of executive and have undue curiosity in the composition of profits.

Pension

1. Employer may be obligated to contribute to the plan regardless of the profit picture.

2. High early costs due to initiation of plan and to "pay out" soon after plan inception.

Of course, an investigation of the two plans would also involve a study of their relative tax advantages.

A profit sharing plan obviously will have more appeal to the young staff member than will a pension plan. On the other hand, your most productive employees may be the older more experienced persons and they will respond to a retirement program. Also, an employee who is thrifty and who is secure in his job should reveal these satisfactions in his work and the employer will want to encourage these attitudes through an appropriate plan.

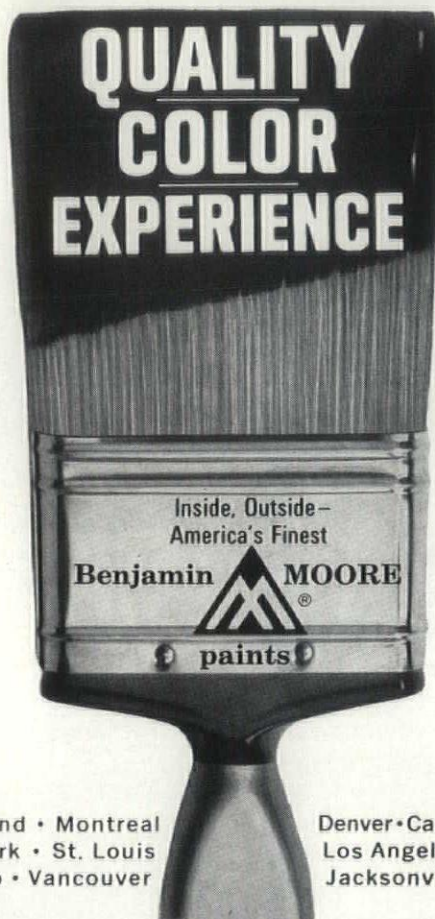
Writing the plan is a job for experts. The advice of your lawyer, and assistance from your accountant and underwriter are essential here. Local and state laws on trusteeship, corporate and labor matters combined with Federal tax law create a web of regulations requiring the closest attention to detail. Most importantly, any plan must be "qualified" according to the Internal Revenue Service if exemptions and deductions are to be effected. To be accepted, the plan must provide a definite pre-determined formula for allocating the contributions made to the plan among the participants and for distributing funds accumulated under the plan after a fixed number of years, the attainment of a stated age, or upon the prior occurrence of some events, such as illness, disability, retirement, death, or severance of employment.

The U.S. Fair Labor Standards Act

The Fair Labor Standards Act requires the payment of certain minimum wages and overtime pay to employees covered by the Act. It applies to the architectural profession in some circumstances, not in others, and its application is uncertain in still other circumstances. The Act, first adopted in 1938, has been repeatedly amended by Congress; has been interpreted—both clarified and confused—by the courts who must interpret the Act; and is administered by the Department of Labor which by administrative ruling also interpret the Act. It is almost impossible to give a pat answer today to a question that may arise tomorrow. Thus, each architectural firm should consult their own counsel for guidance in handling their own affairs.

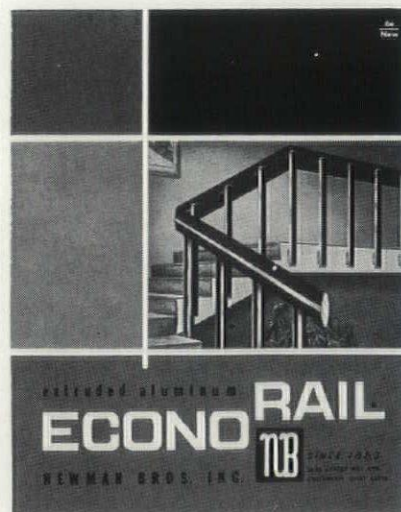
Here are some very general guidelines covering architectural employees:

- The Act applies to any employee for any week in which he is engaged in interstate commerce. Such work includes the preparation of drawings and specifications and related stenographic and field work in connection with the construction or repair of a facility which is or will be in interstate commerce, i.e., transportation and warehousing facilities, industrial plants, universities, utilities, and broadcasting facilities. In any case, a careful review of each project must be made to determine if the facility is, or may be, in interstate commerce.
- An employee may be employed in "interstate" work and be exempt from coverage if he is a genuine professional, an executive or an administrator. To deter-



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mine if an employee falls into one of these classifications is often most difficult. Job titles mean nothing. The employee's duties must be individually analyzed.

- The Act can be enforced in two ways: The Department of Labor may sue on behalf of the employee; or the employee may sue his employer. The employer's best defense is adequate records. The Act limits recovery of overtime and minimum wages to a two year period preceeding the date of filing suit.

Leisure and Personnel Stimulation

Each day we all become increasingly aware of the wonders of this age and of those promised for tomorrow—of things to come which will benefit mankind—things that are quite possible because of know-how presently available. Economic and political factors will control how soon mankind realizes these material dreams. But the presence of some and the potential of others are already lightening our workload, increasing our capacity and, hopefully, adding to our leisure time. Right now this presents no great problem—we find things to do with our leisure time that we always wanted to do if we only had had the time. Eventually though, this leisure can present a rather terrifying problem—not only morally and culturally in terms of our whole society, but also in the context of plain, everyday employer-employee relations.

As custom dictates shorter hours or more fringe benefits, the employer will be under the usual pressures to follow custom. Yet, common sense would seem to indicate that

eventually a point of diminishing material returns will be reached—i.e., a point at which reductions in the employee's hours, or increases in his basic pay and fringe benefits are no longer particularly attractive or persuasive to him. Coincidentally, technical and social advances will confront employee and employer alike with such rapidity and in such magnitude as to make it patently impossible to rely solely upon self-education and self-discipline in order to "keep up to date". If we ever reach this point—and I sometimes wonder if we aren't almost there already—the professional services rendered under such conditions of pressure may well be nothing more than a bow to expediency—a gesture to satisfy the market demand for so-called "professional architectural services" at whatever production cost and sales price that market will bear.

Our profession must anticipate this tragic possibility. There are solutions. One solution is the development of personnel policies that encourage—even dictate—that the employee continue his education through a system of sabbaticals or leaves of absence not unlike that presently operating in the teaching profession. Another is a formalized program of pre-licensing training and post-licensing monitoring in which both employer and employee join to guide the employee's total professional growth. There surely are others, and the point of each is that they will require a real degree of sophistication in personnel management; a sophistication that goes beyond consideration of pay rates and fringe benefits as we know them today.

Looking toward such sophistication it is clear that personnel management is much more than merely the business management of those human resources you may have at your disposal by reason of the employees under your direction. An employer can have, and almost always does have, for better or worse, a tremendous influence upon the life of his employees and their families.

Norman Cousins, Editor of Saturday Review, writing recently about the late Albert Schweitzer, points out the influence of Schweitzer's life upon others. He noted that because Schweitzer was able to feel a supreme identification with other human beings, he exerted a greater force than armed men on the march.

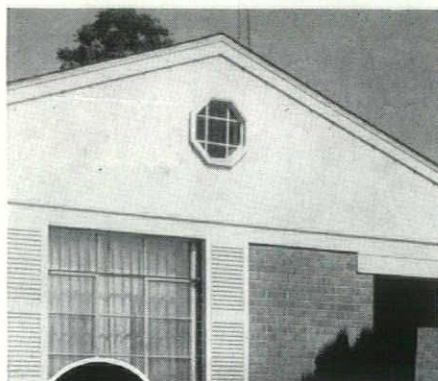
"We live at a time when people seem to prefer a hard, shiny exterior to the genuineness of deeply felt emotion. . . . The individual in today's world feels cut off from the large forces or movements that determine "his future. This leads to fatalism and default. Schweitzer demonstrated that one man can make a difference. . . . Man's resources do not exist outside him. A thinking and feeling man is not a helpless man. The sense of paralysis proceeds not so much out of the mammoth size of the problem but out of the puniness of purpose."

The Schweitzer example transcends simple personnel management, of course, but we can each draw ample parallels for our own purposes. I suggest these parallels to be that personnel management is really no less than —

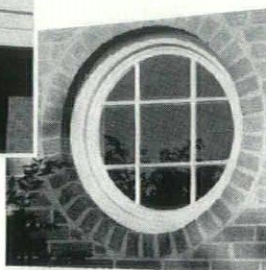
First, an identification with others—your employees;
Secondly, helping them to be aware of their potential;
and

Thirdly, guiding them to the fulfillment of that potential.

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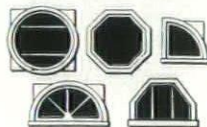


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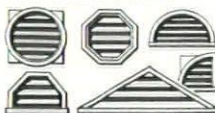


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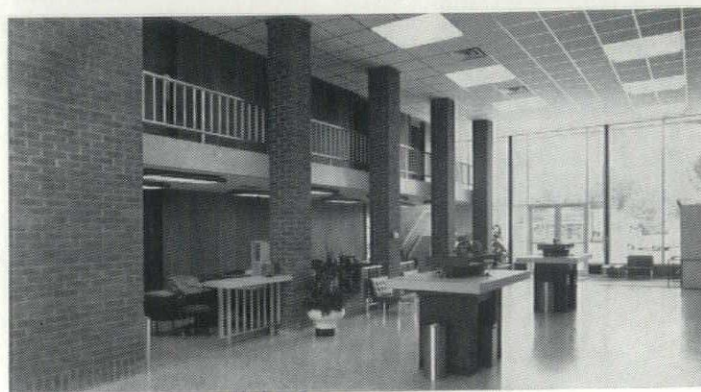
DAYTON VIEW BRANCH WINTERS NATIONAL BANK & TRUST CO.

The requirements for this building project were not unusual; the location of a branch bank of moderate size on a slightly undersize lot in a highly congested urban commercial area and producing a design which would be attractive to both residential and commercial customers.

It is located in a typical "strip" urban commercial area where a commonplace design would probably go unnoticed in the clutter of drive-in restaurants, advertising signs and small business. Within a short distance of this artery are older middle-class residential areas which provide many of the bank's substantial customers. Growth was not a consideration as the area is fully established and developed.

The client desired that the building project an "image" of a progressive, forward looking institution, yet at the same time provide the traditional solid permanent feeling associated with their long financial history in the city.

Design-wise no attempt was made to conform to the



adjoining chaos of commonplace businesses, on the contrary, to provide the visual contrast of an oasis of reposed design, with authority of scale.

Exterior materials of hand molded oversize Virginia brick with specially tooled joint and limestone, traditional in feeling but disposed in a symmetrical building of contemporary design were chosen for the branch.

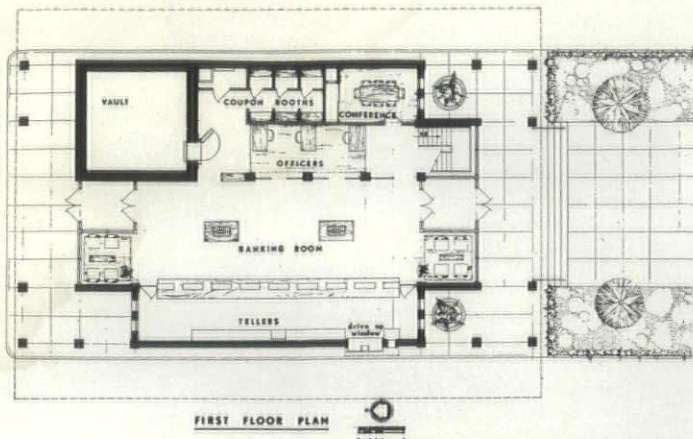
The wide overhang provides shelter for the entrances (at front and rear) and protection from both weather and sun.

Exterior brick is used throughout the interior for finish of the two story banking room, the only other major material used inside is walnut paneling, counters, etc.

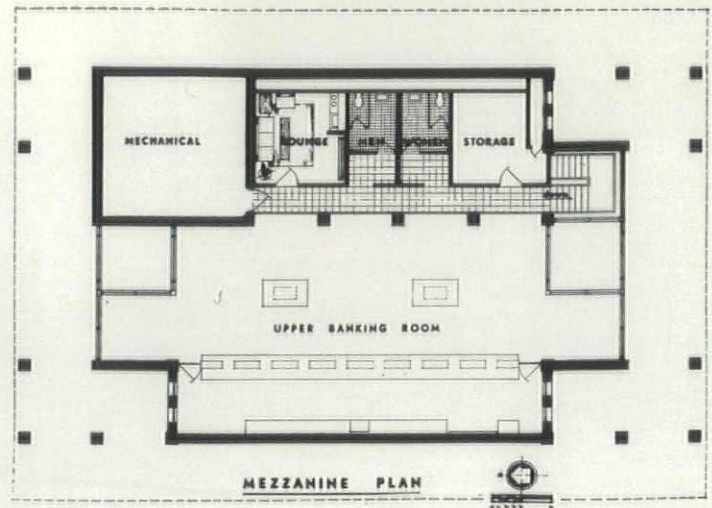
Spaces requiring lower ceiling heights are provided above and below a mezzanine rather than to excavate for a basement to provide for them.

Space was provided on the site plan for small landscaping plots (an exception in this area) which add to the "oasis" feeling.

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Dayton View Branch, Winters National Bank & Trust Co.



AIRWAY-WOODMAN BRANCH WINTERS NATIONAL BANK & TRUST COMPANY

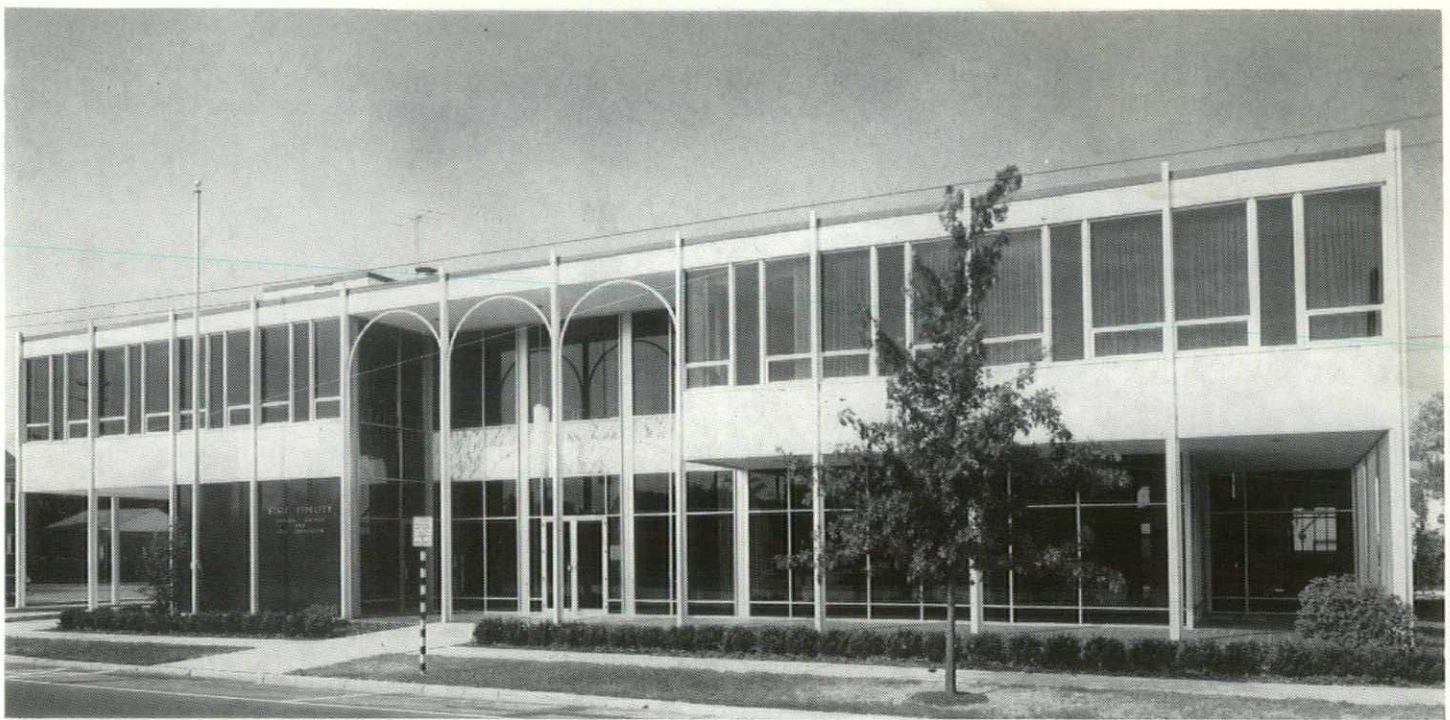
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DAYTON, OHIO

The project was simply to provide a relatively low-cost "prototype" bank which could, if necessary, be erected in various suburban locations with few if any modifications. This particular branch is close to an airforce installation, surrounded by low-cost, low income housing and shopping centers, drive-ins and discount operations such as gravitate to this type area.

For both the area and the customers, ostentation and

affected elegance would be out-of-place; therefore a simple, refined, yet dignified design was desired within the general classification of contemporary design. Symmetry, scale and proportion in a modern statement of "classic" design, at modest cost were provided. The all-white design is accented with black glass panels and electric blue glass "arches" on the front elevation.

Interior of the bank is similarly simple and understated with blue accents in wall coverings.



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STATE FIDELITY Federal Savings and Loan Association Far Hills Branch

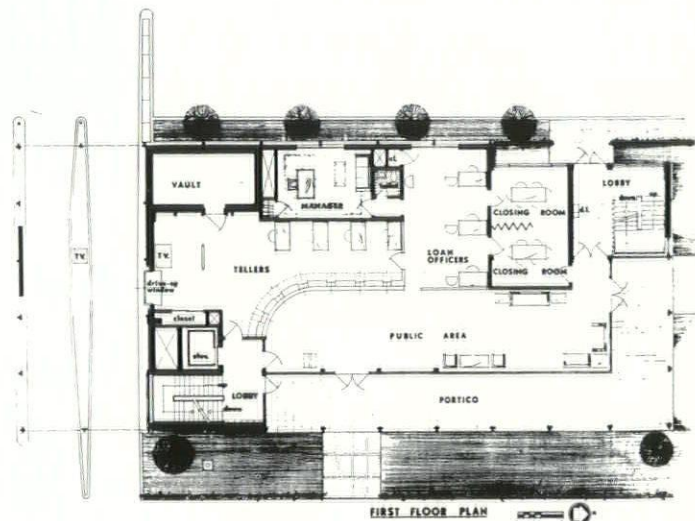
The desire to create an image of a building large enough to justify the relatively high land costs and the need to comply with the parking requirements of a strict zoning ordinance were among the more significant basic criteria affecting the design of the State Fidelity Federal Savings and Loan, Far Hills Branch.

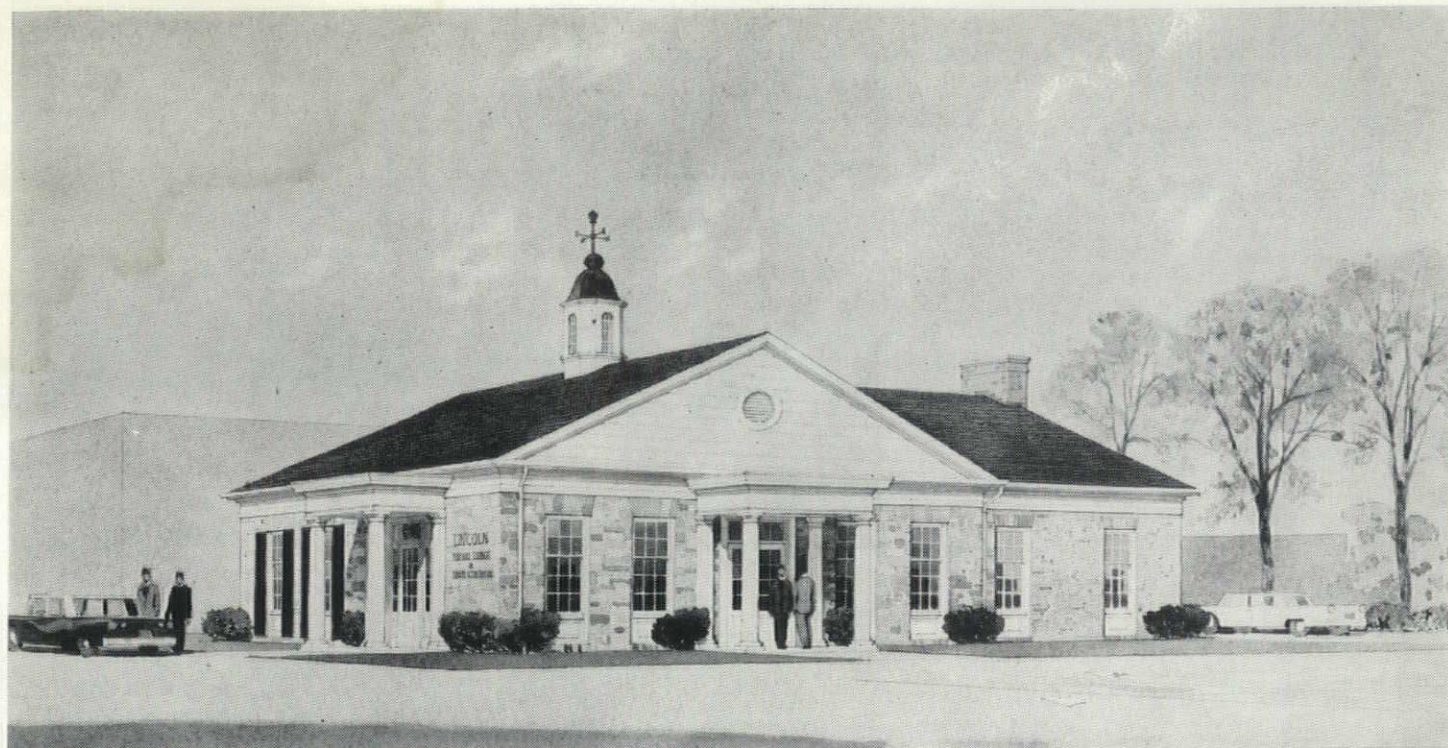
The inviting openness achieved through the use of the exposed, light, steel frame and large glass areas, together with a treatment of marble and granite combine to create the image deemed appropriate by the owner both for the business type and high quality suburban location involved.

The design process included exhaustive study of the relationship between the need to build as many square feet possible and the requirement of one parking space for each 200 square feet of building area. This requirement was, at least in part, responsible for the generous porch areas which are a feature of the design.

The entire second floor area, served by its own elevator and toilet areas, is leased and provides the owner with some return on his investment while offering room for future expansion as the need may arise.

The basement level includes the mechanical and toilet room areas and features a generous community room ideally suited to use by outside groups and served by its own stairways and kitchenette.





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**Citizens Federal Savings &
Loan Association
(Formerly Lincoln Federal)
Washington Township Branch
39 W. Whipp Road**

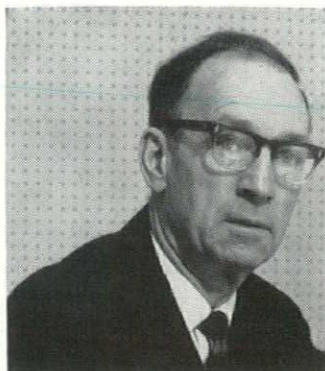
This building and its solution were determined by two basic considerations. The first of which was the desire of the Owner to fit into the spirit of the community both now and in the future. The second consideration was to maintain an identity with other existing facilities that the owner presently has in use. The site for this building was comparatively simple being flat and relating to traffic arteries in a very controllable manner. The adjoining buildings were taken into consideration to allow the greatest visual impact without violating the character of the neighborhood. Vehicular traffic drawn to the buildings drive-up window was routed around the back in order to maintain a reasonable flow of traffic and to minimize congestion near the prime pedestrian entrance to the building. The building is required to serve an ever increasing volume in business and the community area in the basement has been sized to meet the demands

of this growing community. In order to establish the most desirable solution to the problem of integrating modern building functions with a traditional design, the architect strove to maintain as pure a colonial solution as possible. Attention was paid to each detail and its place in the overall composition to complete this problem of design purity. In all cases research into proven reference sources was carried out with this goal in mind. With little exception this approach to the problem paid obvious rewards in projecting a traditional feeling applied in a workable solution. After two years of use the building has proven to fulfill its requirements as they were originally projected. Space allocations have met the needs of the owners growing business and the community function of the basement has worked out as an asset to the local area and the owner. The scale of the building has successfully separated it from similar structures and has given it identity and character.

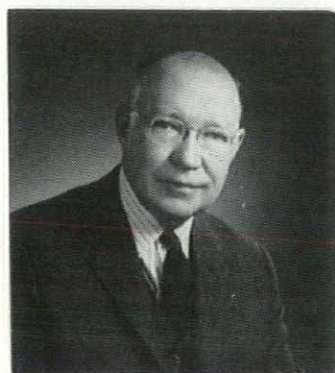
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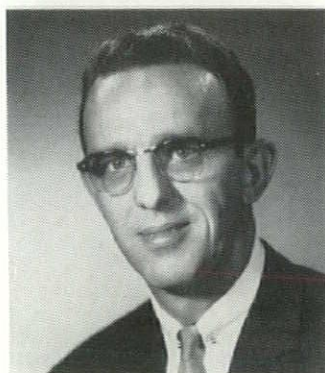
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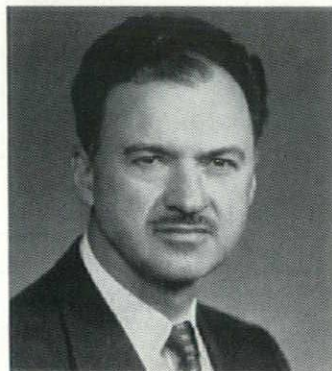
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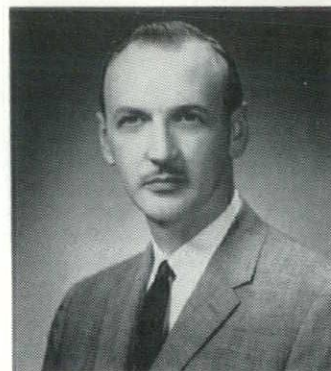
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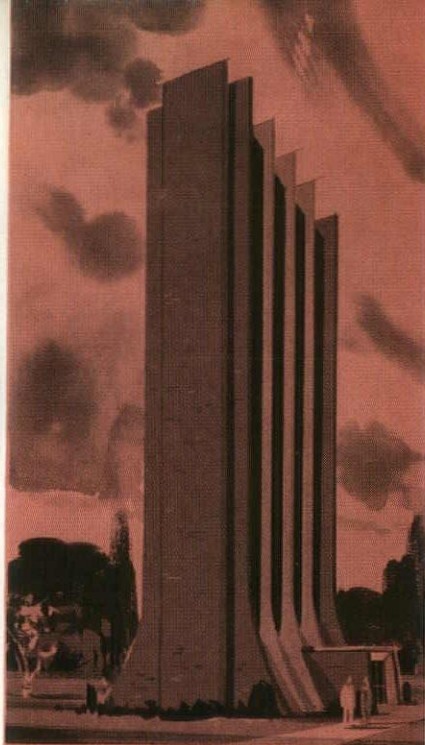
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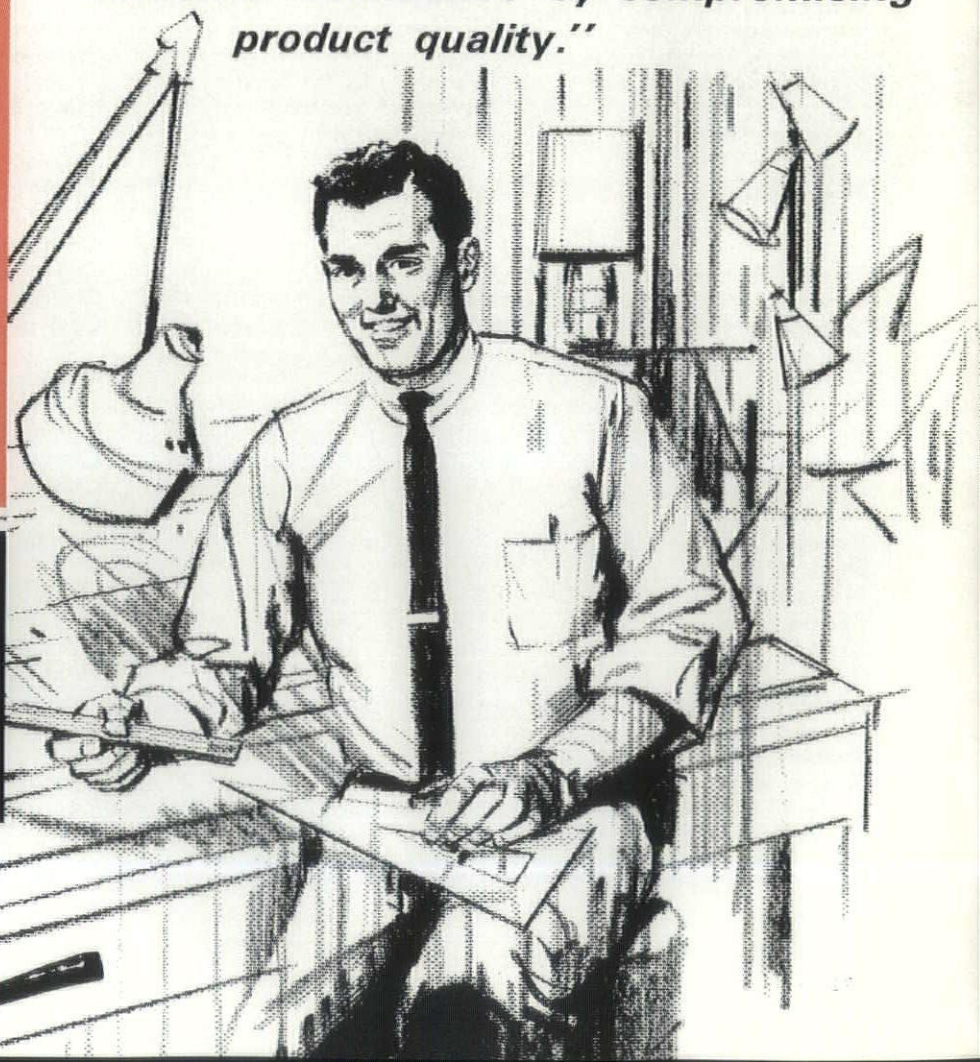
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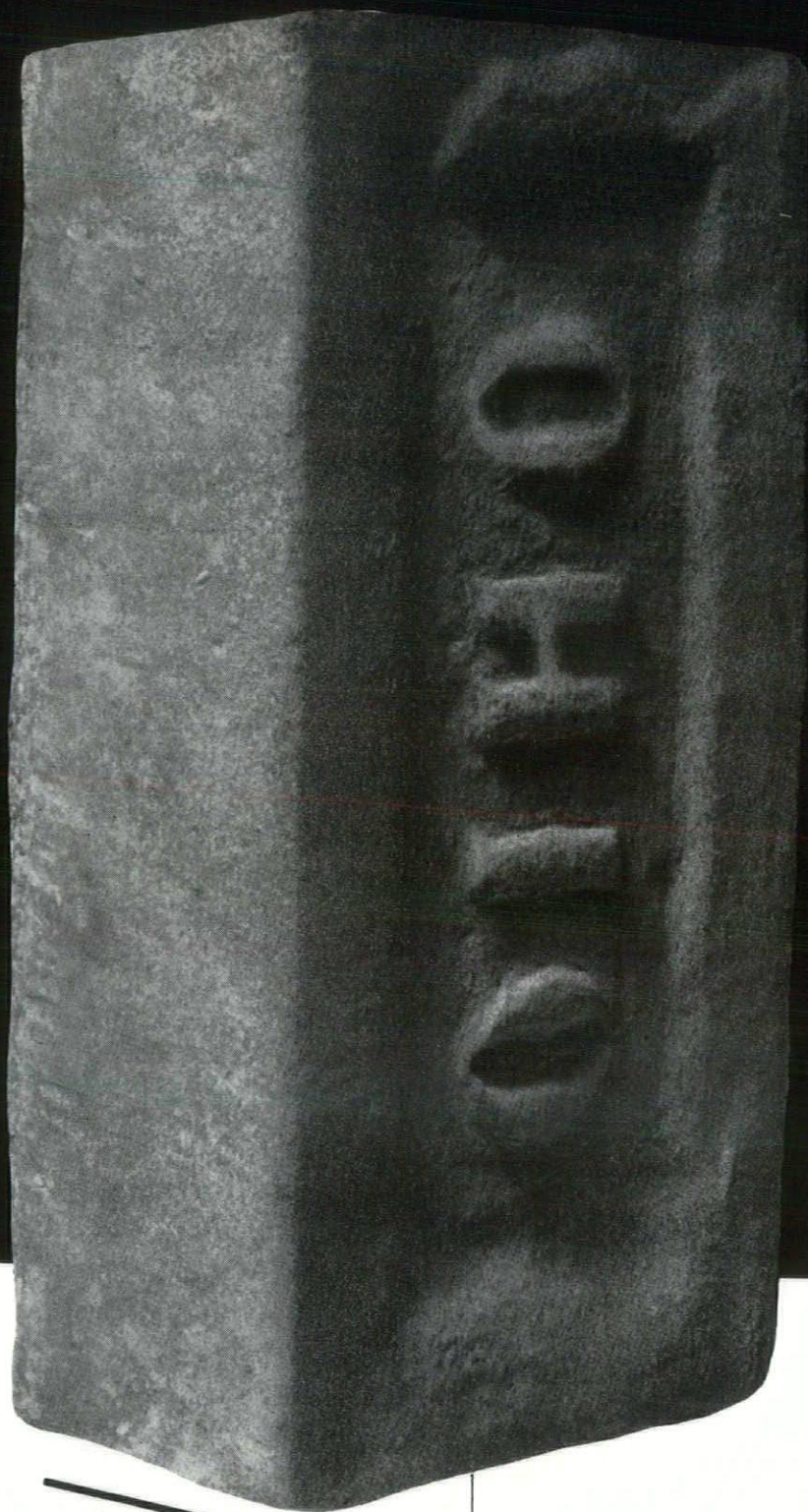
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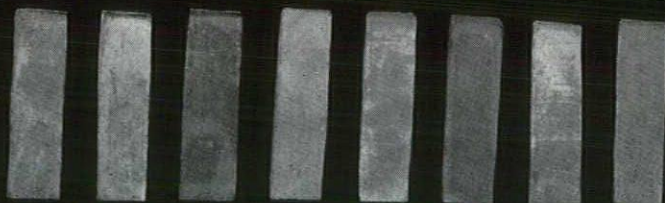
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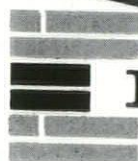
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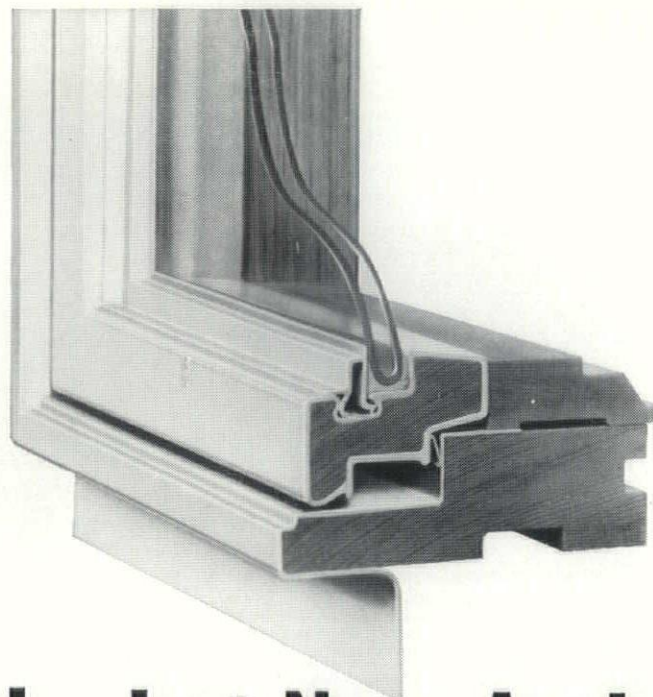
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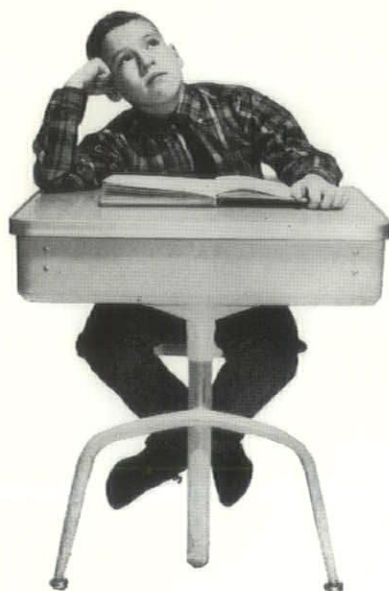
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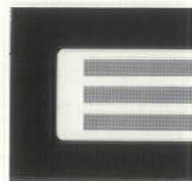
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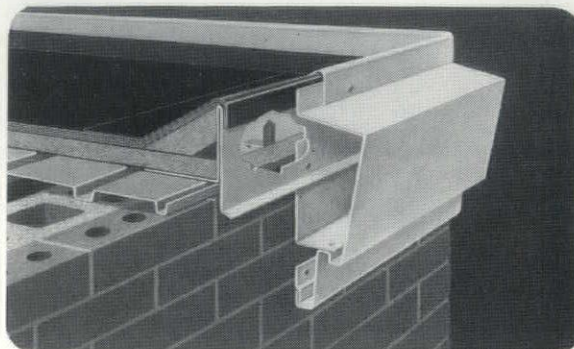
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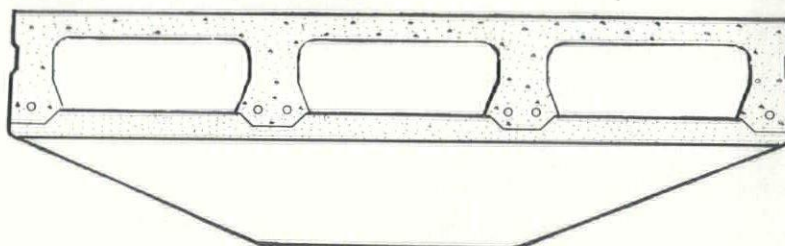
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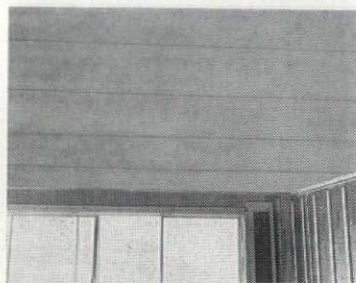
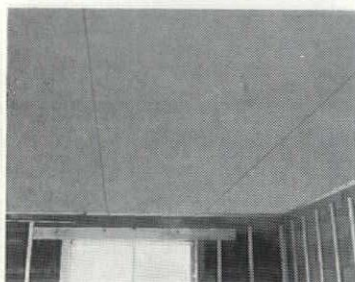
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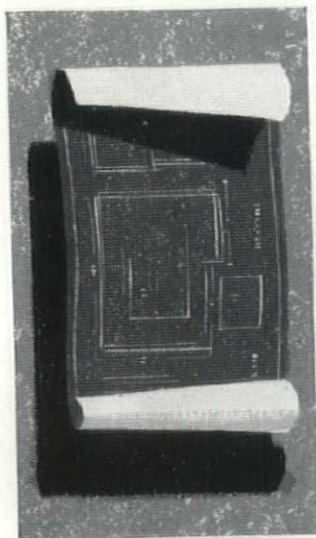
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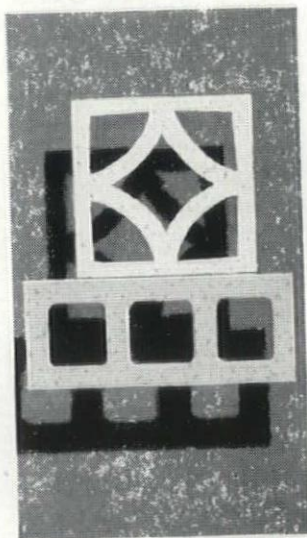
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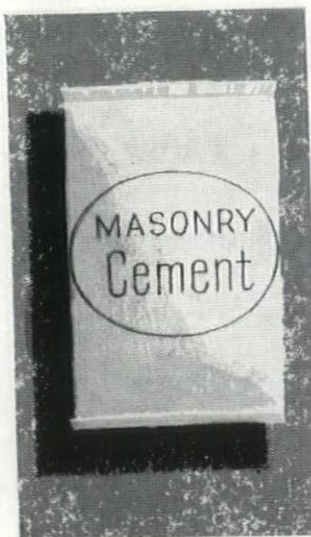
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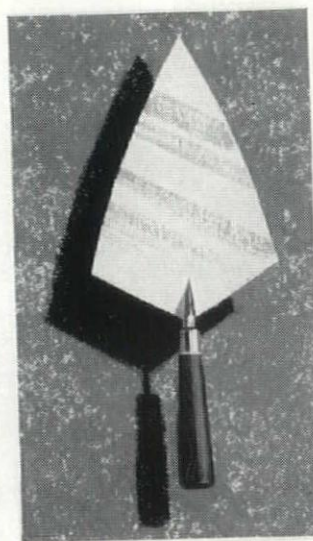
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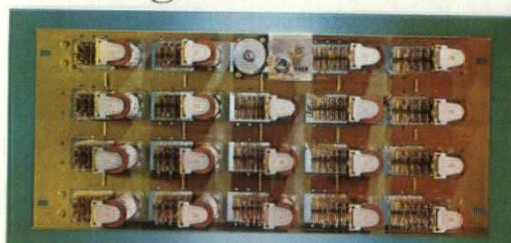
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State Examining Board Outlines Requirements

With the changes in the Architects Law, 4703.01-19, Ohio Revised Code, and the accompanying Rules of the Board, the State Board of Examiners of Architects would like all registrants to be familiar with the requirements as they relate to firm names and use of the seal and stamp.

The intent of the requirements is that responsibility for architectural practice be readily identified. Any pseudonym that does not identify personal responsibility is disallowed. Therefore, a firm name shall contain only the name or names of registered persons. The firm's principals shall be named together with their true professional appellation on all legal documents, project signs or other public identification.

If the word "associate" or "associates" is used in a firm name, there must in fact be additional registered personnel within the firm who have associate status, and they must be named and identified on the firm's letterhead. There is no restriction to other firm personnel being named on the letterhead if identified.

The requirements for removal of the name of a deceased member or a person no longer a bona fide member of a firm within two years is obvious and the Board is insisting that it be observed.

For the proper signing of drawings, specifications and contract documents, an embossing seal shall be used. The design of this seal is established and the requirements are made known to all new registrants. The most secure

means by which a registered architect can maintain control over his drawings and documents is to keep this seal in his possession and to issue only drawings and documents bearing the impression. The first sheet of each set of drawings and the cover of each document should receive this impression. The first sheet should also contain an index of all drawings bound in the set. Tracings of the remaining drawing should then bear rubber stamp facsimile of the seal for identification.

Many building departments require this seal and the Board hopes that this will be a uniform requirement throughout the State of Ohio.

These and other registration requirements are established for the protection of both the public and the members of the profession, and the Board of Examiners hopes for the co-operation and support of all registrants.



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Alpha Rho Chi Holds Fifty-First Anniversary

The Demetrios Chapter of Alpha Rho Chi, the Architectural Fraternity at Ohio State University will celebrate its fifty-first anniversary on Saturday, April 16, 1966.

Activities will commence with a Saturday luncheon at the house followed by two business meetings. This year we are initiating faculty member, Lawrence C. Gerckens. Professor Gerckens is a graduate of the University of Cincinnati and received his graduate training at Cornell University. He has been a member of the Architecture Staff at Montana State College and Arizona State University and has been a consultant, lecturer and professor of planning in various areas of the far and middle-west, and is published in urban town planning. He is currently associate professor at Ohio State University; Campus Planner & Director of the Columbus Chapter of the American Institute of Planners.

To highlight the evening at the Presidential Ballroom of the Neil House, we are fortunate to have as our guest speaker Richard J. Anderson, Assistant to the President at Battelle Memorial Institute. Dick is a man of versatile capability who has been with Battelle since 1948. Although quite involved in technical research, Dick has been personally interested in interpreting science,

OHIO ARCHITECT

research and technology to lay groups and has lectured at Dennison University and the Milwaukee Public Museum, to name a few. He is a graduate geologist of Columbia College and Columbia University graduate studies. More recently he is a fellow of the American Geographical Society and retired president of the Ohio Academy of Science. Dicks' topic "Man on the Moon" is timely and should prove to be enlightening and thought provoking. I am sure this will be of interest to all in attendance.

ASO Annual Meeting Dates Set, Site Selected

The ASO Board of Directors has announced the selection of the Carrousel Inn of Cincinnati, 8009 Reading Road as the site for the society's 33rd Annual Meeting and new products exhibit. The dates of the meeting are October 13, 14 and 15, Thursday, Friday and Saturday.

The selection of the site is in keeping with the board's present policy of obtaining a site that lends itself to a captive audience. The Carrousel Inn is located 1/2 miles east of Interstate 75, at Galbraith Road exit and just nine miles north of downtown Cincinnati.

The Carrousel Inn advertises itself as the "Showplace Motel of the Midwest," with ultra modern guest room accommodations and recreational facilities plus excellent cuisine in dining room and cocktail lounge. The new Convention Center, executive suites and multi-story arrangement of guest rooms exemplifies the very latest in motel hospitality and service.

The early Mexican motif adds architectural interest to the pleasant arrangements around a swimming pool and patio.

Many guest rooms have comfortable sitting room areas looking out on the patio. Remote-control TV, music and lighting from a bedside console are other features.

The annual meeting committees, under the general chairmanship of R. L. Tully, Co-Chairman and Program Chairman, Roy M. Lively, are already hard at work to provide members with another outstanding program.

The Cincinnati Chapter, AIA, will be hosting the gala affair with William Brown as Chairman of the Host Com-

mittee and Mrs. George Schatz, Chairman of the Ladies Activities. Plans of these committees are underway to make this a memorable occasion.

The Annual Meeting Committee has announced that the package plan for cost of the entire affair will be in effect again this year and it promises to keep the price low. We suggest you mark your calendars now, October 13, 14 and 15 at the Carrousel Inn of Cincinnati. You won't want to miss this annual state-wide meeting filled with educational seminars, fun and fellowship.

OUR COVER

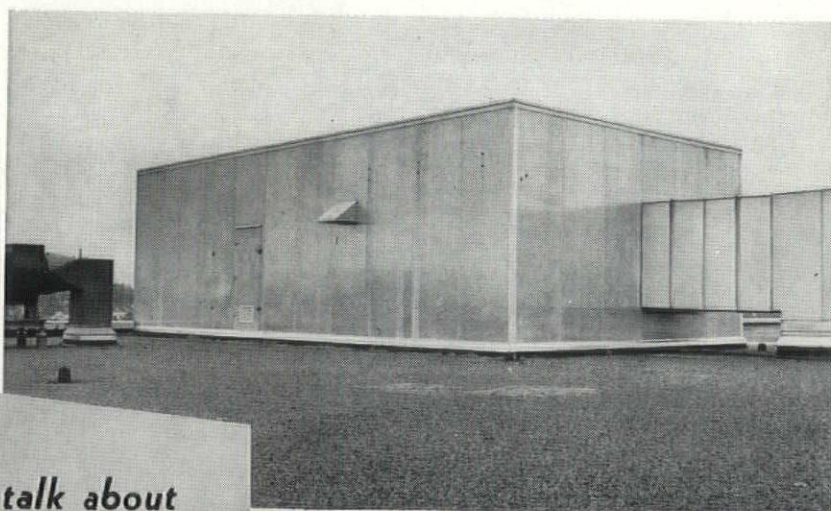
Our Cover on this issue of The OHIO ARCHITECT represents the entry to

our cover design competition last year by Carl T. Grimm, fourth year student at Ohio University. The jury selected this entry for an Honor Award. This marks the fourth of five winners in the design competition.

Ireland Architectural Firm Relocates Offices

Ireland & Associates Architects & Planners announced recently the removal of their offices from 4606 North High Street to 1425 Arlington Avenue, Columbus, Ohio 43212.

The firm consists of: Byron Ireland, AIA, Richard W. Eschliman, AIA, George S. Bulford, AIA and Walter S. Withers, AIA.



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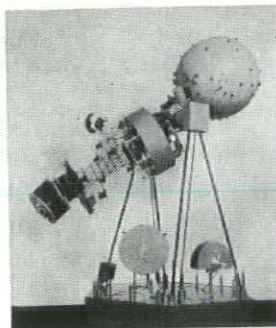


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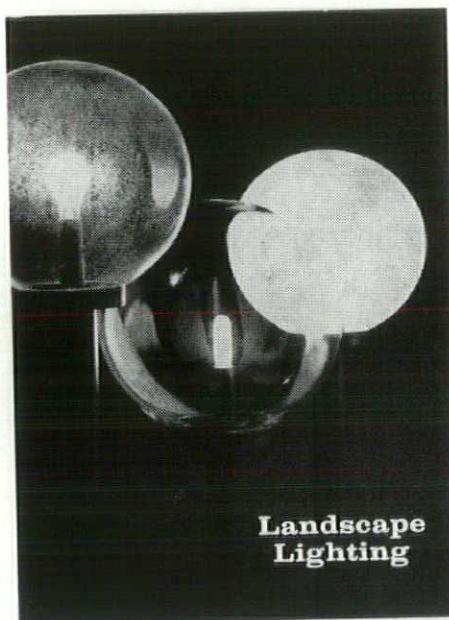
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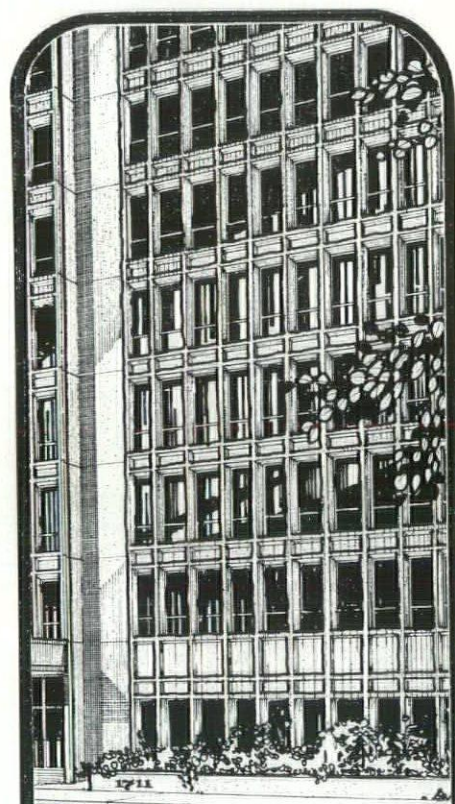


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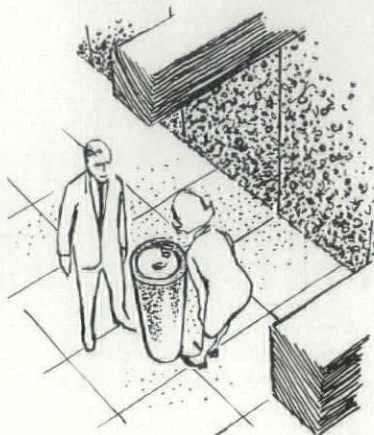
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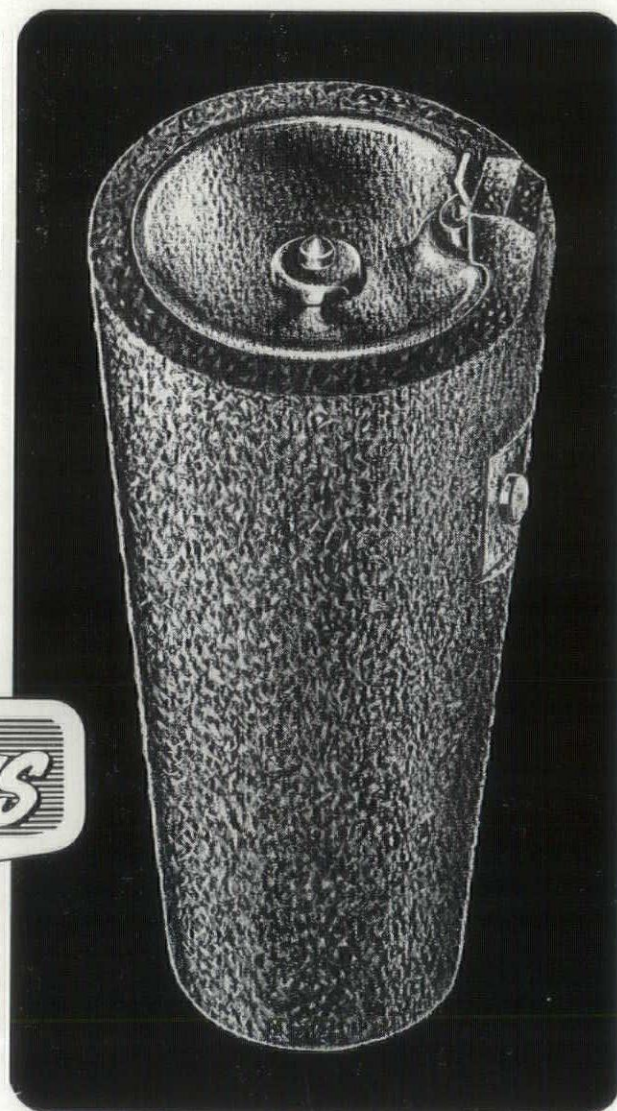
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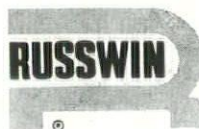


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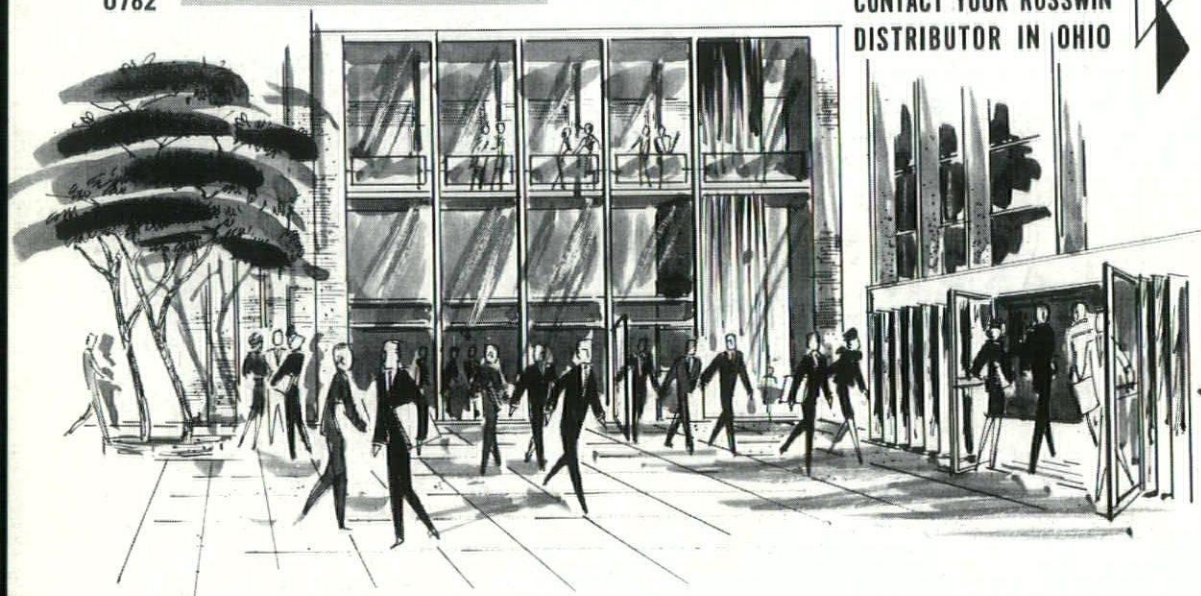
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